

# ***Business & Enterprise Systems***

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***Integrity - Service - Excellence***



## **BES Metrics Orientation**

**DATE: 30 October 2015**

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# ***Course Expectations***



- **This course is designed to help program and portfolio managers within the BES Directorate build their metrics program**
- **This course will not teach you everything you need to know about metrics or how to be an effective Program or Project Manager**
- **This course does not replace structured DAU course studies in the Program Management or Systems Engineering disciplines**



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# ***Training Objectives***



- 1. Present an overview of the mandatory metrics implemented within the BES Directorate**
- 2. Discuss the characteristics and interpretation of each metric**



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# ***Metrics Overview***



- **What are the metrics that are to be used to monitor program execution within BES?**
- **The PEO has mandated the use of the following metrics to monitor program execution within BES:**
  - **Integrated Master Schedule (IMS) Hit - Miss Ratio**
  - **Requirements Change (Stability)**
  - **Developmental Test & Evaluation (DT&E) Test Pass Rate (1<sup>st</sup> / 2<sup>nd</sup> Runs)**
  - **Open Problem Reports (PRs) from DT&E**
  - **Open Deficiency Reports - Production**



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# ***The Purpose of Metrics***



- **What is the purpose of these metrics?**
  - **To support BES Program Managers and leadership in determining the health of Directorate programs**



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# ***Metrics Tailoring***



- **Can these metrics be tailored?**
  - **Yes, however...**
  
- **Programs that desire to deviate from this set of metrics must coordinate with their respective chain of command for approval**



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# ***Metrics Reporting***



## **■ When are metrics reported?**

### **Required:**

- These metrics must be reported at each Program Management Review (PMR)**

### **Optional:**

- Reviews at lower-levels of command (i.e., Division-level reviews/staff meetings, Branch reviews, etc.) are at the discretion of each Division's chain of command**
- Directorate and Division-level IMS Hit-Miss Ratio metrics will be briefed periodically at the BES Director's Staff Meeting**



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# **Integrated Master Schedule (IMS) Hit - Miss Ratio**



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# ***Characteristics of Integrated Master Schedule (IMS) Hit - Miss Ratio***



- **What is the Integrated Master Schedule (IMS) Hit - Miss Ratio?**
  - **Provides a timely indicator of actual project performance or progress measured against critical IMS milestones or inch stones**
  - **Provides a very timely indicator of directorate, division, branch and project performance based on monitoring the threshold dates of the critical tasks/event for BES projects**
  - **There are three metrics associated with IMS Hit-Miss Ratio: Directorate IMS Hit-Miss Ratio, Division IMS Hit-Miss Ratio, and Program IMS Hit-Miss Ratio**

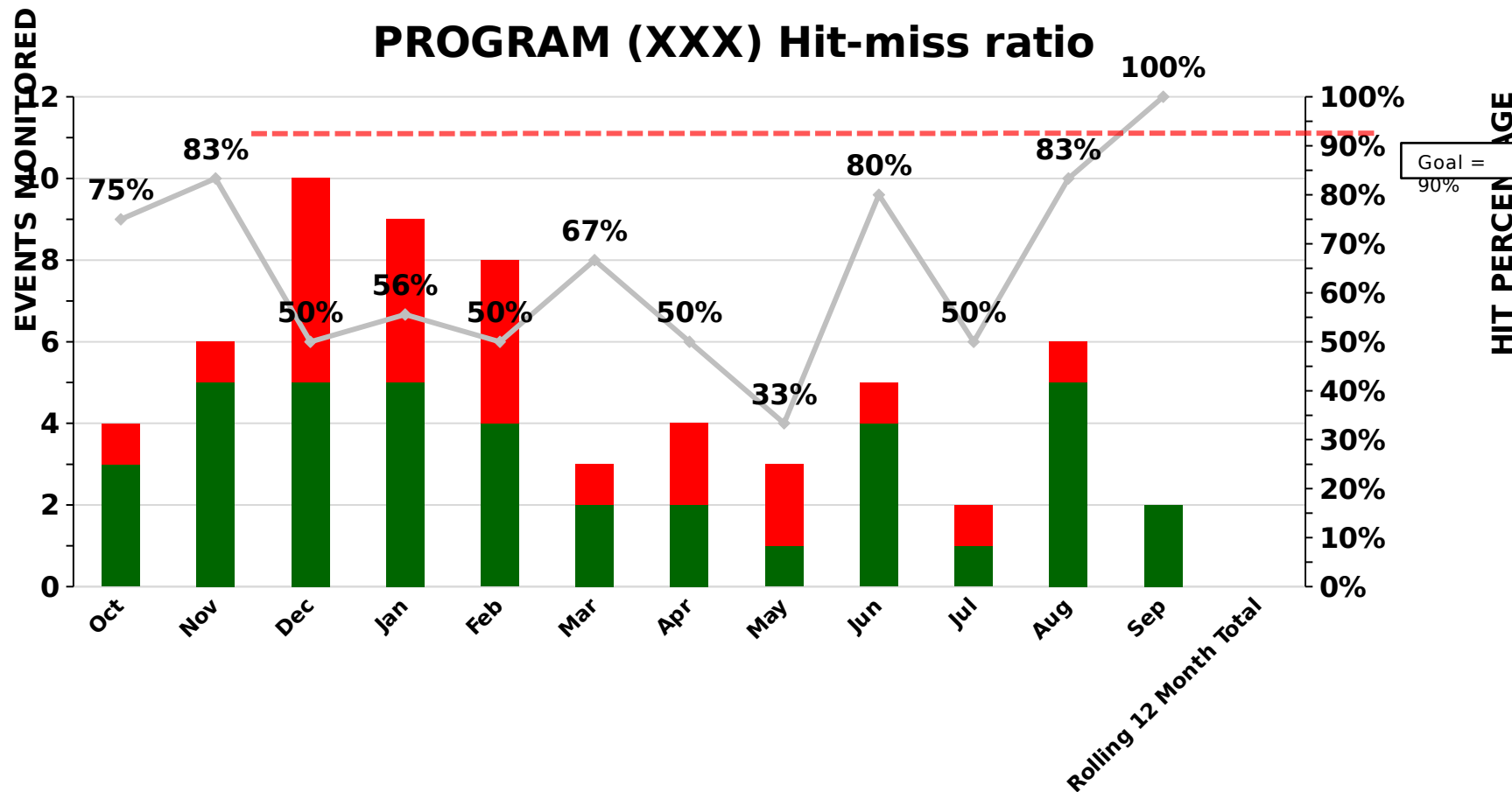
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# Integrated Master Schedule (IMS)

## Hit - Miss Ratio Metric (Program)

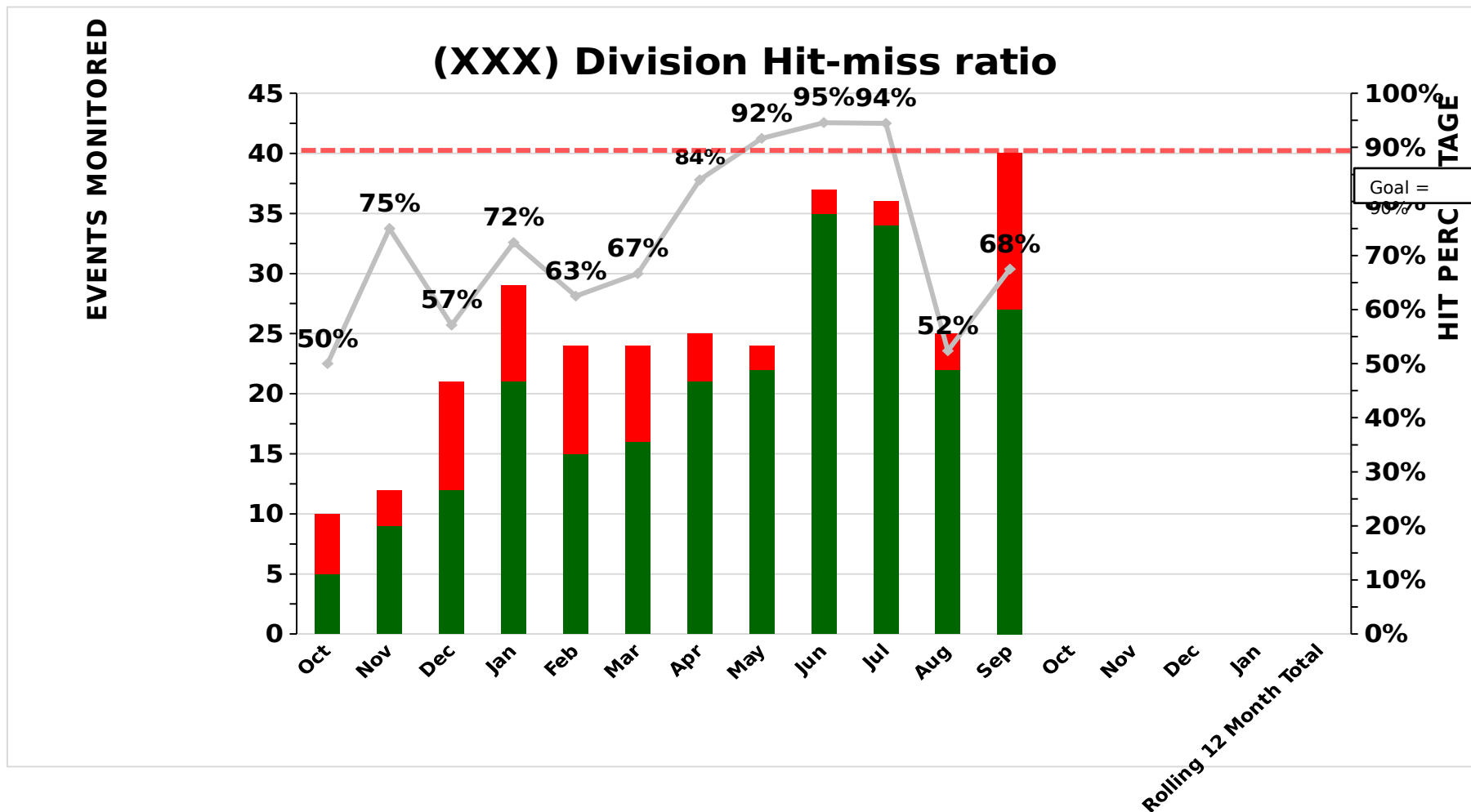




# Integrated Master Schedule (IMS)



## U.S. AIR FORCE *Hit - Miss Ratio Metric (Division)*





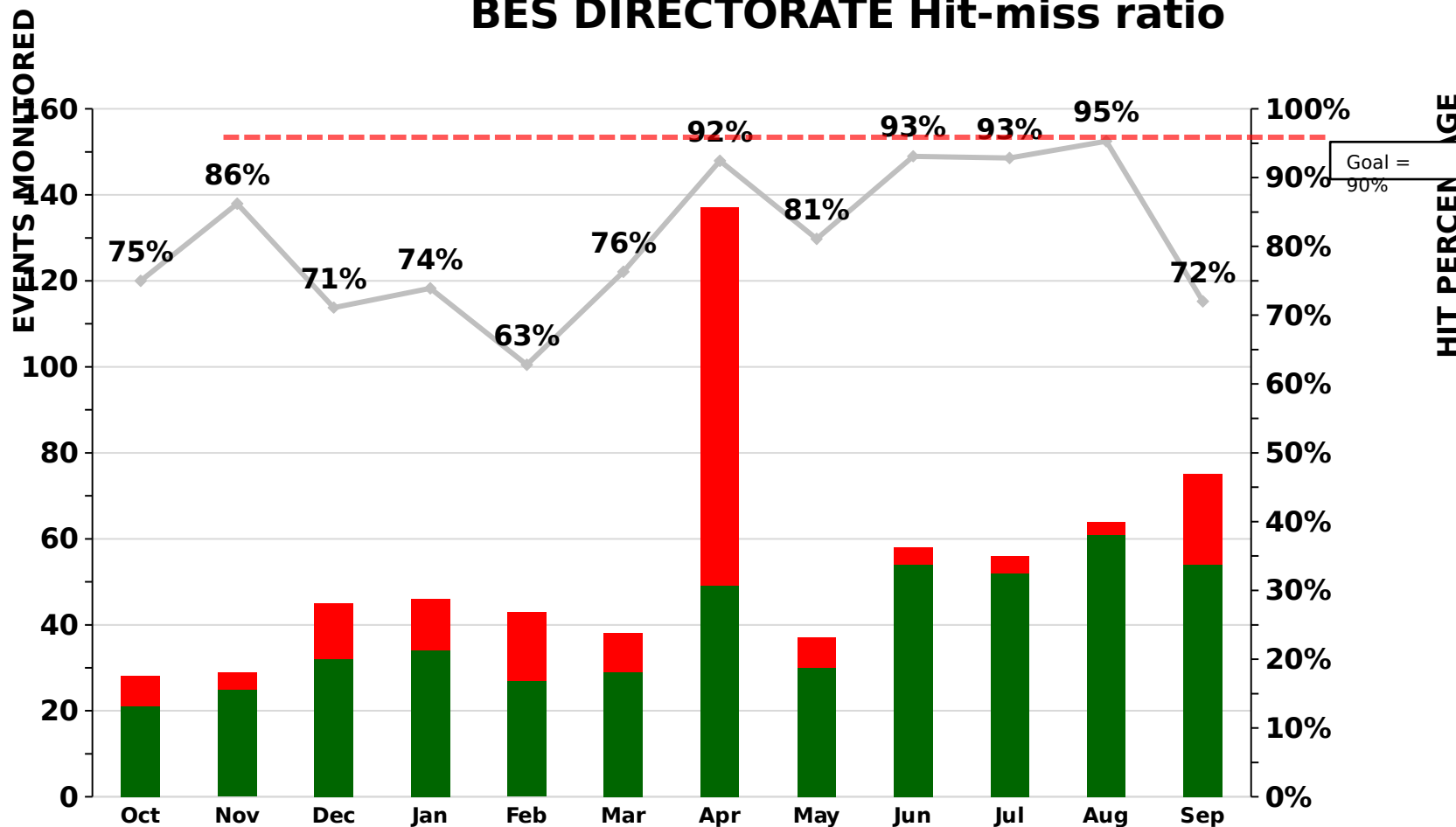
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# Integrated Master Schedule (IMS)

## Hit - Miss Ratio Metric (Directorate)



### BES DIRECTORATE Hit-miss ratio





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# Integrated Master Schedule (IMS) Hit - Miss Ratio and the SMART System



- The IMS Hit - Miss Ratio is derived from the schedule data extracted from the SMART application as entered by the program manager

SMART - Internet Explorer provided by USAF

https://usaf-acq.platform.milcloud.mil/SMART/smart\_app/Workspace.aspx

Working at: Organizational USAF - Air Force Acquisition

SMART User: Ms. Pitts, Sadie M

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Find [ ] Go Reset

Click Mode: Navigate to

Current: USAF

- SMART Root
  - USAF
    - (Archived)
    - \*AQ
    - ACC
    - Archive
    - Archived
    - BT A
    - C4I and Space
    - DISA
    - DISA Reporting
    - JMIS
    - MDA/DB
    - NA
    - OSD
    - SIAP
    - SMART Demo
    - TMA
    - USAF IFF

Workspaces

Tasks

Messages (0)

My Profile / Security Info

News

Welcome!

The System Metric and Reporting Tool (SMART) is a web-based combat support application designed to assist program managers and acquisition professionals with the day to day tasks involved reporting health and status information throughout the lifecycle of a program. SMART provides visibility and accountability to upper level management through reports and detailed historical views.

Welcome to the MilCloud!

SMART migrated to the MilCloud environment on 15 May 2014. There is one issue that causes a small loss of functionality paste on NIPR workstations: Copied text cannot be pasted into a text box that allows "rich" or formatted text. For example Assessment comments. This issue will occur for NIPR workstations regardless of how they are connected to the Internet, security policies.

Pasting text is most likely possible from a non-NIPR workstation accessing SMART from .com.

Please update your favorites and bookmarks to our new URL: [https://usaf-acq.platform.milcloud.mil/SMART/smart\\_app/](https://usaf-acq.platform.milcloud.mil/SMART/smart_app/)

Thank you,  
SMART Program Office

Attention: Logistics Health Assessment (LHA) Users: The LHA in SMART has been replaced by the Enhanced LHA – it is following link: <https://af-aqweb.deps.mil/Pages/Default.aspx> . Effective immediately, users should only use the Enhanced training on the Enhanced LHA, please see below.

Web-Based Training:  
No registration is required.

| Call in Number    | Instructions for DCO (web conferencing software)                                                                                   |
|-------------------|------------------------------------------------------------------------------------------------------------------------------------|
| 1- 888- 560- 9667 | Connect by phone to the call in number (left), then:<br>1. Click on course name (below).<br>The DCO/ Acrobat Connect window opens. |

Internet | Protected Mode: On



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# ***Data Elements Monitored for the Integrated Master Schedule (IMS) Hit - Miss Ratio Metric***



- **What schedule events are required to be entered and tracked in the SMART application?**
  - **ASP-Acquisition Strategy Panel**
  - **ATO - Authority to Operate**
  - **CDR - Critical Design Review**
  - **Contract Award**
  - **FOC - Full Operational Capability, Delivery of capability (e.g. Major, Minor and Patch Software Releases)**
  - **MIRT - Multi-Functional Independent Review Team**
  - **MSB - Milestone B**
  - **MSC - Milestone C**
  - **RFP - Request For Proposal**
  - **TRRI- Test Readiness Review 1**

**REFERENCE: *BES PMR Process Guide for Program Managers, v6.4.1***



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# ***Integrated Master Schedule (IMS)***



## ***Hit - Miss Ratio Scoring***

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- **How is each critical event tracked in the SMART application scored as Hit or Miss?**
    - **Actual dates are compared to the threshold dates as entered in SMART**
    - **An event is scored as a “HIT” if the Actual Event Completion Date occurs on or before the threshold date of the event**
    - **An event is scored as a “MISS” if the Actual Event Completion date occurs after the threshold date of the event OR if the Actual Event Completion date is not populated in SMART (blank) and the threshold date for the event has passed**
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# ***Calculating the Integrated Master Schedule (IMS) Hit - Miss Ratio***



## ■ **How do you calculate the Integrated Master Schedule (IMS) Hit - Miss Ratio?**

### ■ **Directorate Hit-Miss Ratio Calculation:**

Directorate Hit-Miss Ratio =  $\text{Sum (Directorate Event Hits)} / \text{Sum (Directorate Total Events)}$

### ■ **Division Hit-Miss Ratio Calculation:**

Division Hit-Miss Ratio =  $\text{Sum (Division Event Hits)} / \text{Sum (Total Division Events)}$

### ■ **Program Hit-Miss Ratio Calculation:**

Program Hit-Miss Ratio =  $\text{Sum (Program Event Hits)} / \text{Sum (Total Program Events)}$



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# ***Creating the Integrated Master Schedule (IMS) Hit - Miss Ratio***



- **How is Integrated Master Schedule (IMS) Hit - Miss Ratio metric created for BES programs?**
- **The BES Metrics Implementation Guide (MIG) v1.4 has a standard Excel spreadsheet to assist with creating the metric output**
  - **Manage schedule/events in SMART**
  - **Extract the data from SMART and calculate the Hit/Miss ratio**
  - **Division and Directorate Hit - Miss Ratios are generated by HID for presentation at staff meetings**



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# ***Goals Related to the Integrated Master Schedule (IMS) Hit - Miss Ratio***



- **What is the BES Goal for the Integrated Master Schedule (IMS) Hit - Miss Ratio?**

**BES GOAL = 90% Hit Rate**



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# ***Analyzing the Integrated Master Schedule (IMS) Hit - Miss Ratio***



- **IMS Hit - Miss Ratio Analysis:**
  - **High hit rates indicate accurate planning and/or execution**
  - **Low hit rates may indicate less than accurate planning and/or execution, and could result in potential impact to cost, schedule, or performance of a project.**
  - **Contributors to low hit rates should be examined to identify necessary corrective action (if necessary)**



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# ***Assumptions for the Integrated Master Schedule (IMS) Hit - Miss Ratio***



## **■ IMS Hit - Miss Metric Assumptions:**

- This metric is applicable to all programs within the BES Directorate**
- For this metric, all schedule milestones/inch-stones are considered to be of equal weight and importance**
- All PEO Programs are expected to have an approved baseline release schedule**
- Programs will follow *AFLCMC Standard Process S04 Developing Program Schedules* when developing program schedules**
- Program Managers will record and report schedule data in the SMART system In accordance with the *BES Directorate Program Management Review (PMR) Process Guide for Program Managers***



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# **Requirements Change (Stability)**



# ***Characteristics of Requirements Change (Stability)***



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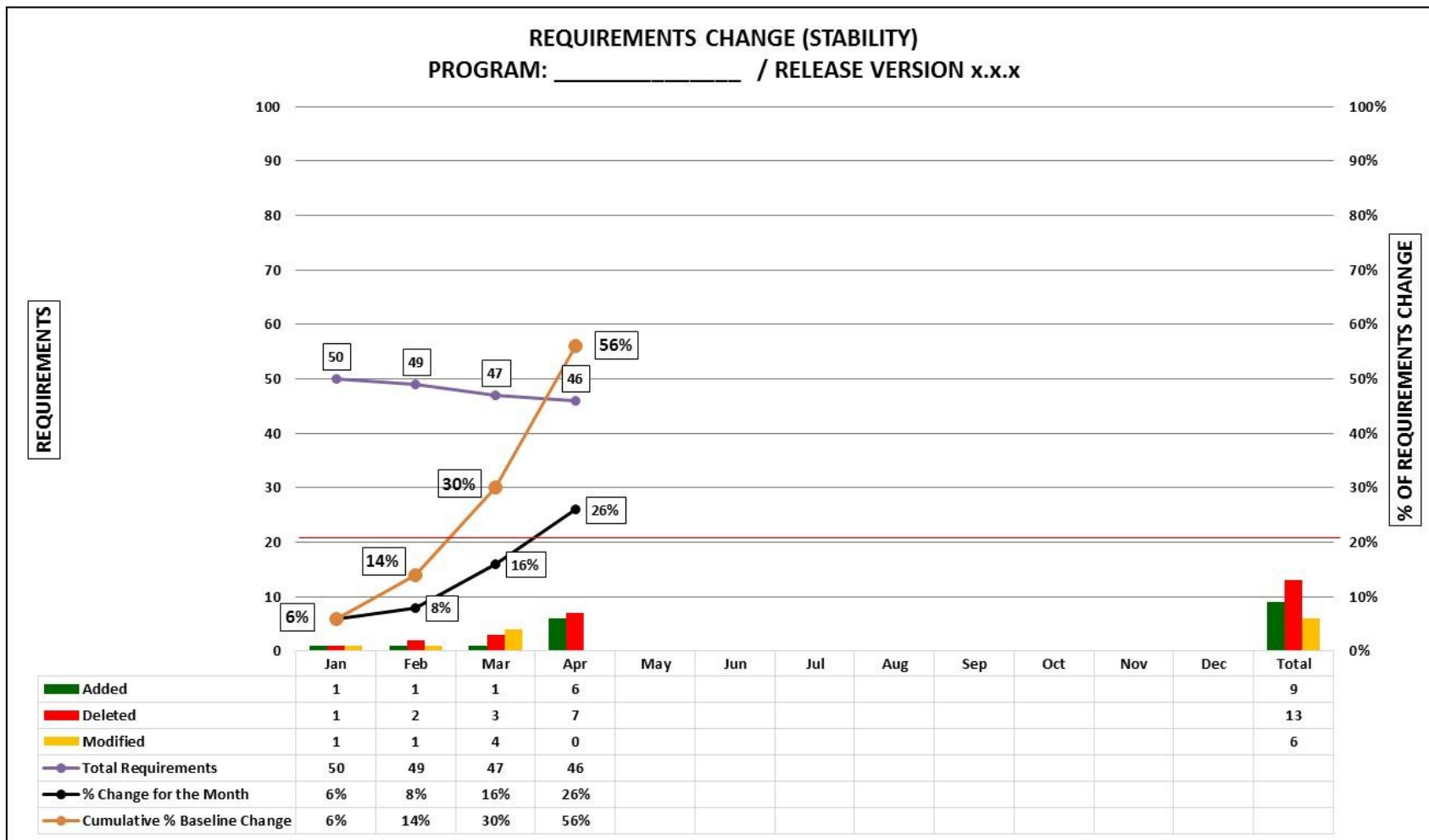
- **What does the Requirements Change (Stability) metric measure?**
  - **It measures additions, modifications, and deletions against the requirements baseline for a given release**
  - **This measure is used to plot the change in requirements over time (includes all changes to requirements baseline) for a given release**
  - **It is an indicator of requirements stability for a given release**



# Requirements Change (Stability)



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# ***When Does Requirements Change (Stability) Monitoring Begin?***



- **When does Requirements Change (Stability) Monitoring begin?**
  - **It is different for every program, but it is usually when the requirements for a specific release have been approved by the customer**
  - **For most BES programs, it starts when the Program's Functional Baseline (FBL) is documented and captured**



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# ***Calculating the Requirements Change (Stability) Metric***



## ■ **How do you calculate Requirements Change (Stability)?**

- Current Month Changes = Sum (Added+ Deleted + Modified Requirement(s))
- Cumulative Changes = Sum (Current Month Changes + Prior Months Changes)
- Total Requirements = Sum (Prior Month Total Requirements + Current Month Added) - (Current Month Deleted)
- % Change for the Month = Current Month Changes/Total Number of Requirements
- Cumulative % Baseline Change = Cumulative Changes/Total Number of Requirements



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# ***Creating the Requirements Change (Stability) Metric***



- **How is the Requirement Change (Stability) metric created for BES programs?**
- **The BES Metrics Implementation Guide (MIG) v1.3 has a standard Excel spreadsheet to assist with creating the output**
  - **Capture your requirements baseline (FBL)**
  - **Track the changes (adds, deletes, modifications) over time and enter the data into the spreadsheet**
  - **The spreadsheet will automatically generate the graph**

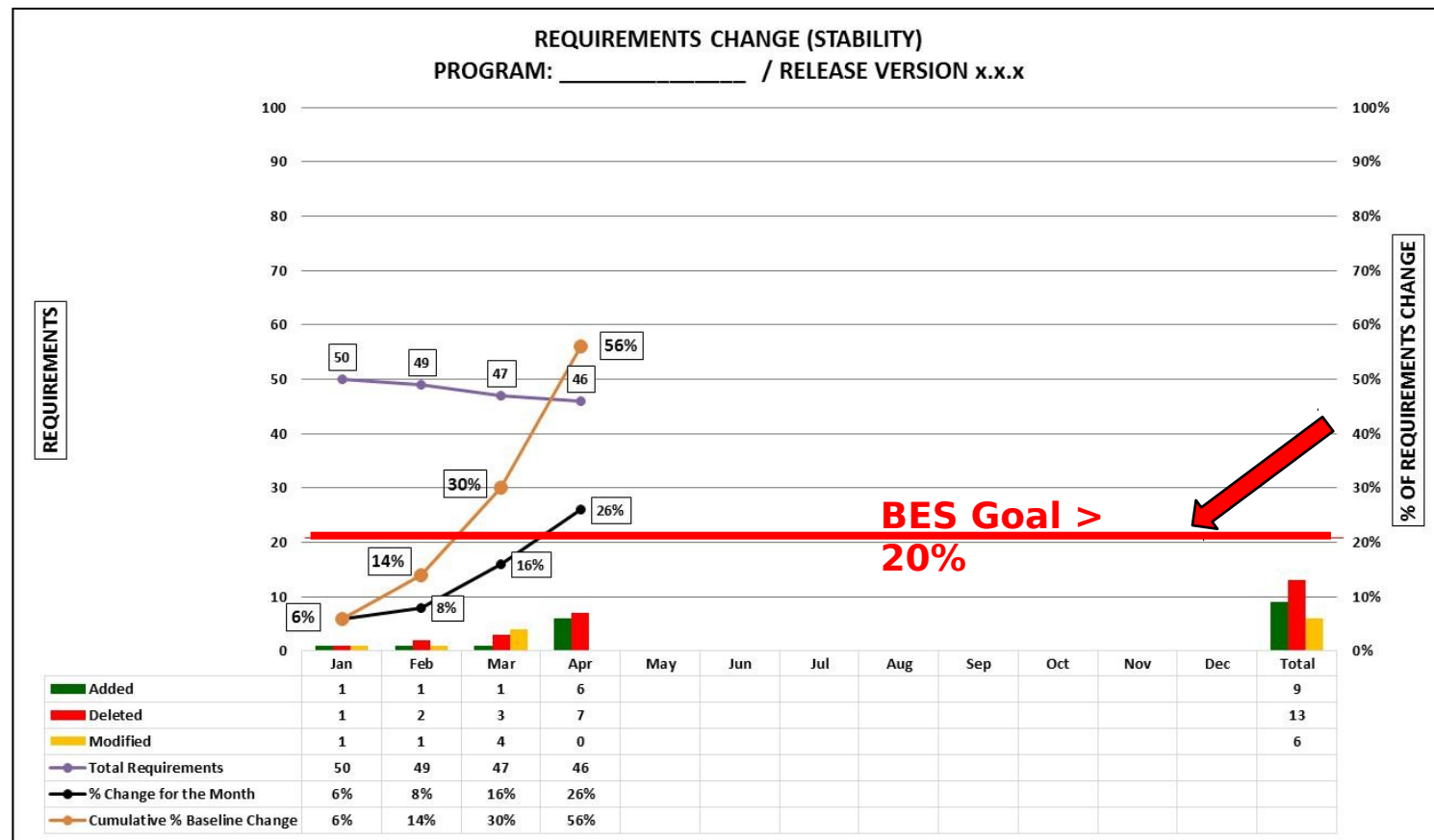


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# Goal for the Requirements Change (Stability) Metric



## ■ What is the BES goal for Requirements Change (Stability)?





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# ***Analyzing the Requirements Change (Stability) Metric***



- **What does a high volatility in requirements change indicate?**
  - **High requirements volatility could indicate potential cost, schedule, and performance impacts and should be examined further for root cause and corrective actions**
  - **High requirements volatility could indicate inadequate requirements engineering, insufficient SME involvement, or poor work planning/estimating**



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# ***Assumptions for the Requirements Change (Stability) Metric***



- **Requirements Change (Stability) Assumptions:**
  - **This metric is applicable to all programs within the BES Directorate**
  - **For this metric, all requirements are considered to be of equal value and importance**
  - **All releases are required to have an approved requirements baseline**
  - **The Program Manager is responsible for ensuring the baseline is set and change tracking is accomplished**
  - **The Requirements Manager, or designated program representative, is responsible for tracking and reporting this metric**



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# **Development Test & Evaluation (DT&E) Test Pass Rates - 1<sup>st</sup>/2<sup>nd</sup> Runs**



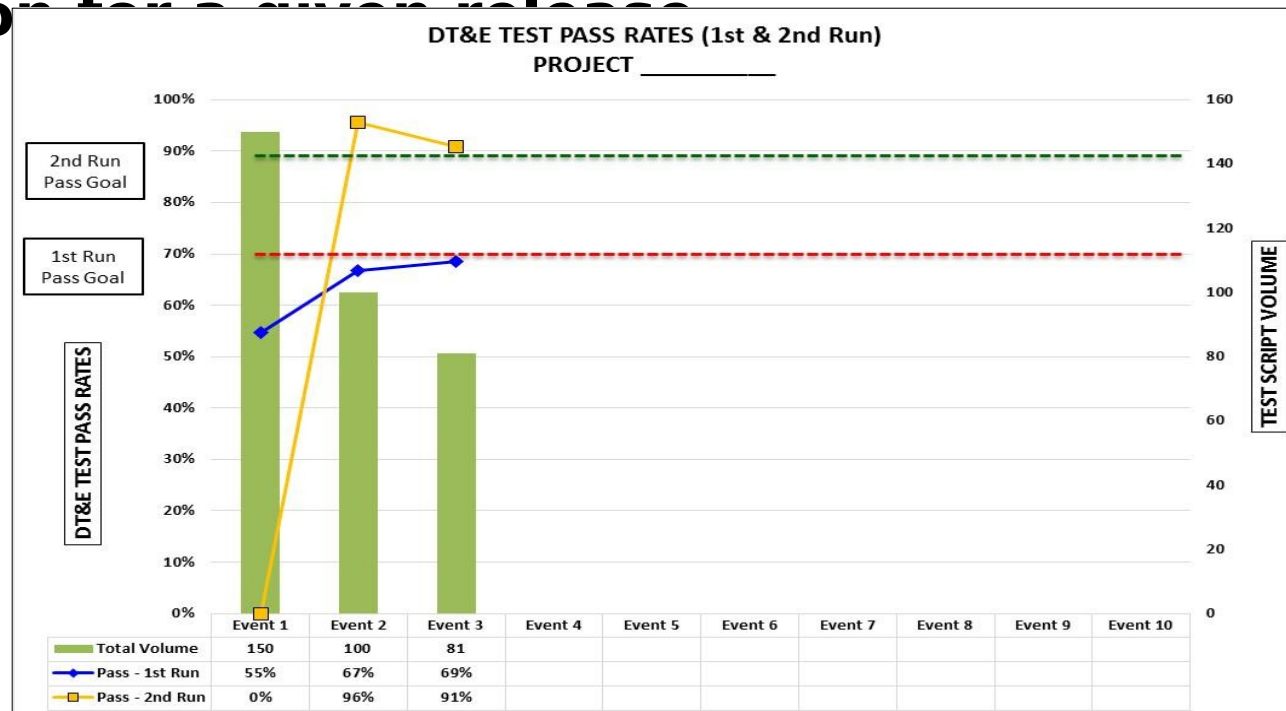
# Characteristics of Development Test & Evaluation (DT&E) Test Pass Rates



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(1<sup>st</sup> & 2<sup>nd</sup> Runs)

- What does the DT&E Test Pass Rates (1<sup>st</sup>/2<sup>nd</sup> Runs) metric track?
- This metric tracks the success rates of the 1st and 2nd test script pass rates during DT&E execution for a given release.





# **Characteristics of Development Test & Evaluation (DT&E) Test Pass Rates**



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## **(1<sup>st</sup> & 2<sup>nd</sup> Runs)**

- **What do 1<sup>st</sup> Run pass rates indicate?**
  - **1<sup>st</sup> run pass rates offer an objective measure to determine the initial maturity or quality of the product in DT&E**
- **What do 2<sup>nd</sup> Run pass rates indicate and why are they tracked?**
  - **2<sup>nd</sup> run pass rates are tracked to show rework performance for those test results that require code correction, integration of fixes into the test environment, and retesting of capabilities to correct identified problem reports**



# Calculating Development Test & Evaluation (DT&E) Test Pass Rates



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~~(1<sup>st</sup> & 2<sup>nd</sup> Runs) Metric~~

## ■ How do we calculate DT&E Test Pass Rates (1<sup>st</sup>/2<sup>nd</sup> Runs)?

- **1<sup>st</sup> Run Pass Rate** = 1<sup>st</sup> Run Pass Count / 1<sup>st</sup> Run Script Volume
- **2<sup>nd</sup> Run Pass Rate** = 2<sup>nd</sup> Run Pass Count / 2<sup>nd</sup> Run Script Volume
- **Total Volume:** Sum (1<sup>st</sup> Run Script Volume + 2<sup>nd</sup> Run Script Volume)



# **Creating the Development Test & Evaluation (DT&E) Test Pass Rates**



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## **~~(1<sup>st</sup> & 2<sup>nd</sup> Runs) Metric~~**

- **How are DT&E Test Pass Rates (1<sup>st</sup>/2<sup>nd</sup> Runs) metrics created for BES programs?**
- **The BES Metrics Implementation Guide (MIG) v1.3 has a standard Excel spreadsheet to assist with creating the output**
  - **Capture the number of scripts for each release**
  - **Execute tests and track the pass fail rates for each run and enter the data into the spreadsheet**
  - **The spreadsheet will automatically generate the graph**



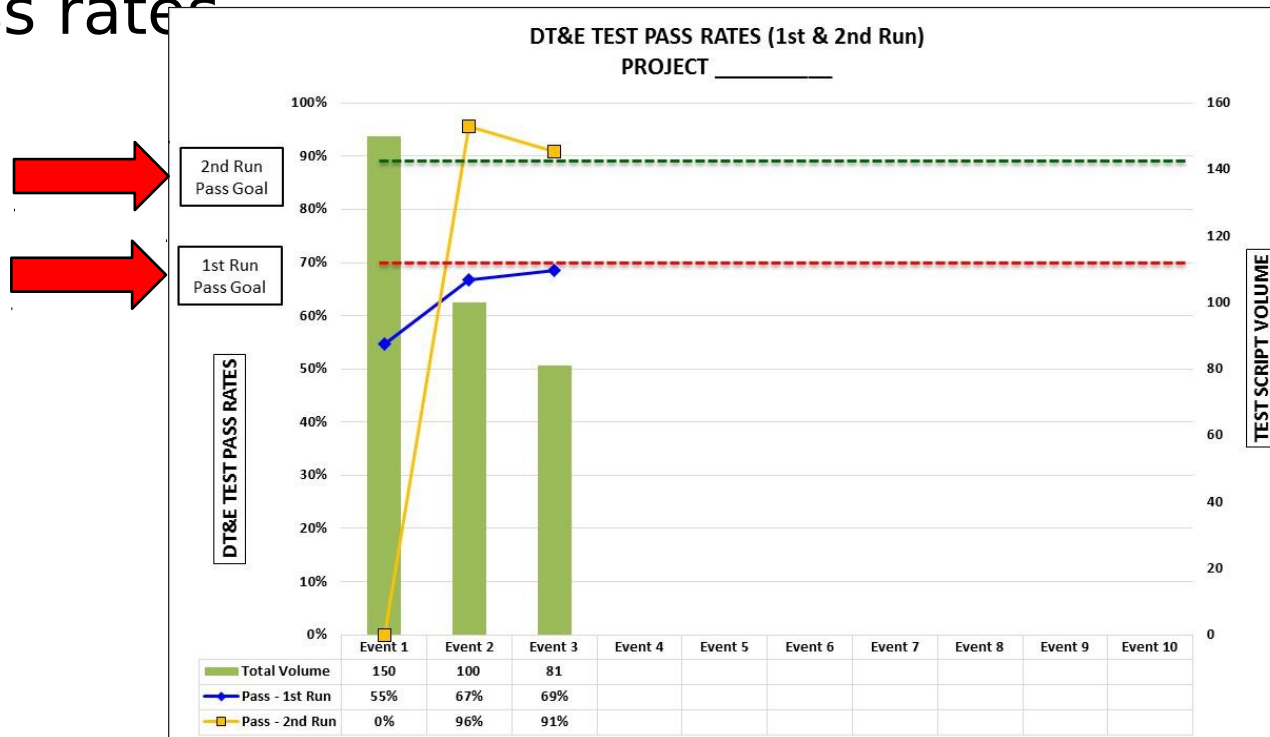
# Goals for the Development Test & Evaluation (DT&E) Test Pass Rates



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**(1<sup>st</sup> & 2<sup>nd</sup> Runs) Metric**

- What are the BES goals for DT&E Test Pass Rates (1<sup>st</sup>/2<sup>nd</sup> Runs)?
  - 70% for 1<sup>st</sup> Run Pass rates; 90% for 2<sup>nd</sup> Run Pass rates





# Analyzing the Development Test & Evaluation (DT&E) Test Pass Rates



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## ~~(1<sup>st</sup> & 2<sup>nd</sup> Runs) Metric~~

- **DT&E Test Pass Rates (1<sup>st</sup>/2<sup>nd</sup> Runs) Analysis:**
  - Lower 1st run pass rates can indicate issues in project test team process maturity, stability and completeness of requirements, software quality, and/or functional participation. Low 1st run pass rates should be fully investigated
  - 2<sup>nd</sup> run pass rates should be much higher as they represent rework to close out previous problem reports. Low 2<sup>nd</sup> run pass rates should be fully investigated
  - Program Managers should monitor the projected Total Volume per segment planned in the testing schedule
  - Lower 1<sup>st</sup> and 2<sup>nd</sup> run test pass rates can create a bow-wave that can outpace the capacity of the team to complete testing within

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# ***Assumptions for the Development Test & Evaluation (DT&E) Test Pass Rates (1<sup>st</sup> & 2<sup>nd</sup> Runs) Metric***



## **■ DT&E Test Pass Rates (1<sup>st</sup>/2<sup>nd</sup> Runs)**

### **Assumptions:**

- This metric is applicable to all programs within the BES Directorate conducting DT&E**
- Program Managers and/or the Lead Development Test Organization (LDTO) are expected to establish targets for the number of test scripts to execute for each test segment based on the capacity of the testing team**
- For this metric, all test scripts are considered to be of equal value and importance**



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# **Open Problem Reports (PRs) DT&E**



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# ***Characteristics of Open Problem Reports - DT&E***

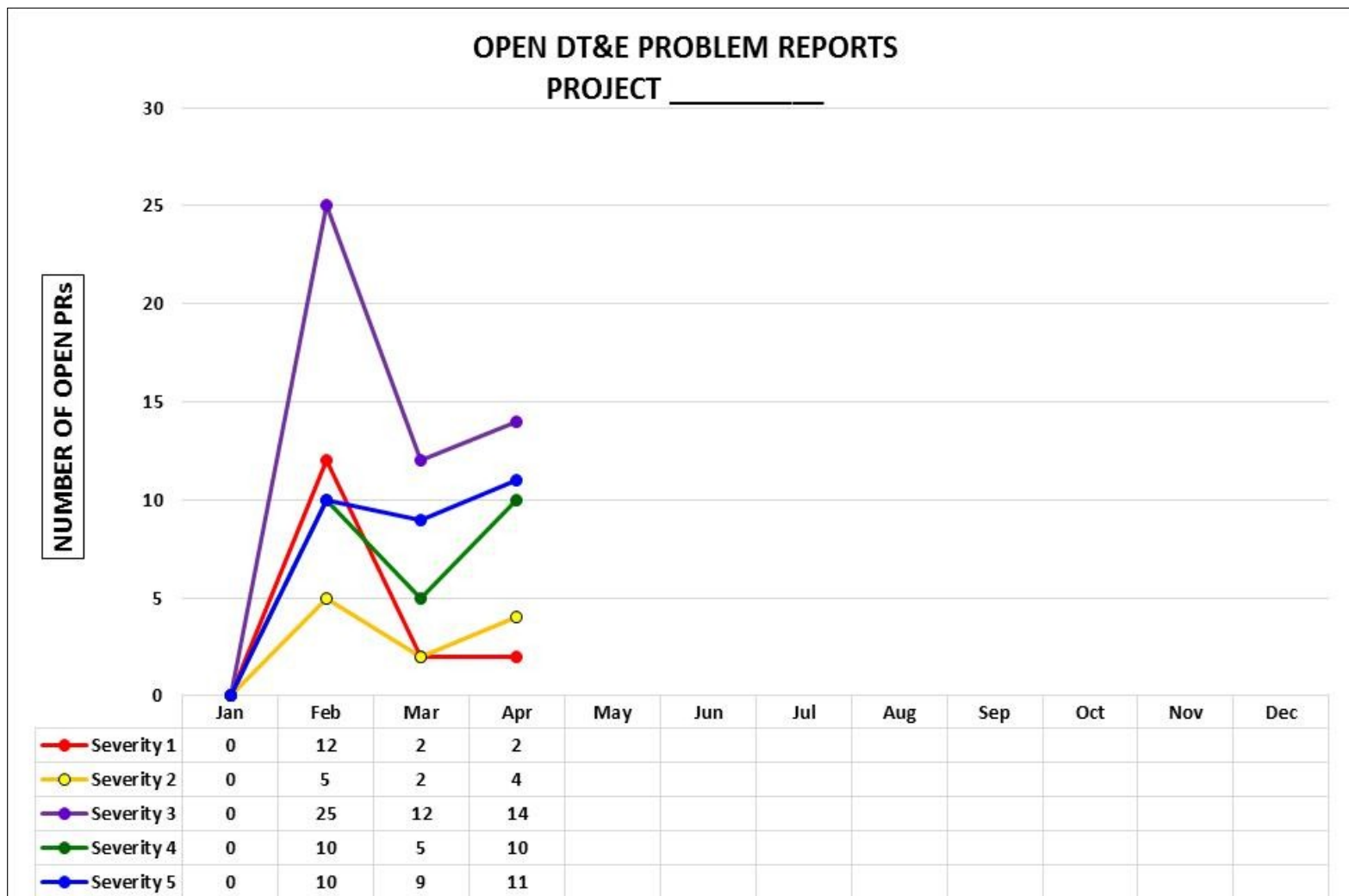


- **What is the purpose of the Open Problem Reports from DT&E?**
  - **This metric provides an indicator to track the maturity of the system as it progresses through DT&E for a given release**
  - **It is an indicator of the basic velocity and volume of rework actions needed to close Problem Reports (PRs) and prepare the system for deployment into the production environment or entry into official OT&E for a given release**



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# Open Problem Reports DT&E





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# *Calculating the Open Problem Reports DT&E Metric*



- **How do we calculate Open Problem Reports from DT&E?**
  - **No specific calculations are required to prepare this metric; it is a simple count of open PRs, by priority**



# Problem Report Priorities in the BES Process Directory (BPD)



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- **Problem Reports (PRs) priority, as defined by the BES Process Directory (BPD):**
  - **Priority 1:** This priority denotes a problem that prevents accomplishment of essential capability or jeopardizes safety, or other requirement designated as 'Critical'; no work around solution is known; testing activities cease until resolved
  - **Priority 2:** This priority denotes a problem that adversely affects the accomplishment of an essential capability or adversely affects costs, technical or scheduled risks to the project or to the life cycle support of the system and no work around solution is known
  - **Priority 3:** This priority denotes a problem that adversely affects the accomplishment of an essential capability or adversely affects costs, technical or scheduled risks to the project or to the life cycle support of the system and a work around solution is known
  - **Priority 4:** This priority denotes a problem that results in operator inconvenience or annoyance but does not affect a required operational or mission essential capability or results in inconvenience or annoyance for development or maintenance personnel but does not prevent the accomplishment of the responsibilities of those personnel
  - **Priority 5:** This priority denotes any other condition

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## ***Creating of Open Problem Reports - DT&E Metric***



- **How is the Open Problem Reports (PRs) - DT&E metric created for BES programs?**
- **The BES Metrics Implementation Guide (MIG) v1.3 has a standard Excel spreadsheet to assist with creating the output**
  - **Capture the number of open PRs, by priority**
  - **Track the status of the PRs by priority for the period of DT&E being executed and enter the data into the spreadsheet**
  - **The spreadsheet will automatically generate the graph**



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# ***Analyzing the Open Problem Reports (PRs) DT&E Metric***



- **Open Problem(PRs) DT&E Analysis:**
  - **This metric is an initial indicator of the potential amount of rework to correct known PRs before the system can be released to the production environment or enters official Operational Test & Evaluation**
  - **It may also be used to judge the effectiveness of DT&E events and the overall quality of the system**
  - **The goal is to reduce the number of PRs to an acceptable level before releasing the capability**
  - **PR data will also be used for fielding decisions**
  - **Monitor the volume of Priority 1, 2, and 3 PRs per test segment and their subsequent closure rates**

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# ***Assumptions for the Open Problem Reports - DT&E Metric***



- **Open Problem (PRs) DT&E Assumptions:**
  - **This metric is applicable to all programs within the BES Directorate conducting DT&E**
  - **The metric is reported from the point when official government acceptance testing begins until the ITT determines DT&E is complete and the system is ready for deployment to production or entry into official OT&E**
  - **Program Managers and the Lead Development Test Organization (LDTO) are responsible for ensuring test problem**

**reports are captured and analyzed on a**  
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# **Open Deficiency Reports (DRs) Production**



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# ***Characteristics of Open Deficiency Reports (DRs) - Production***



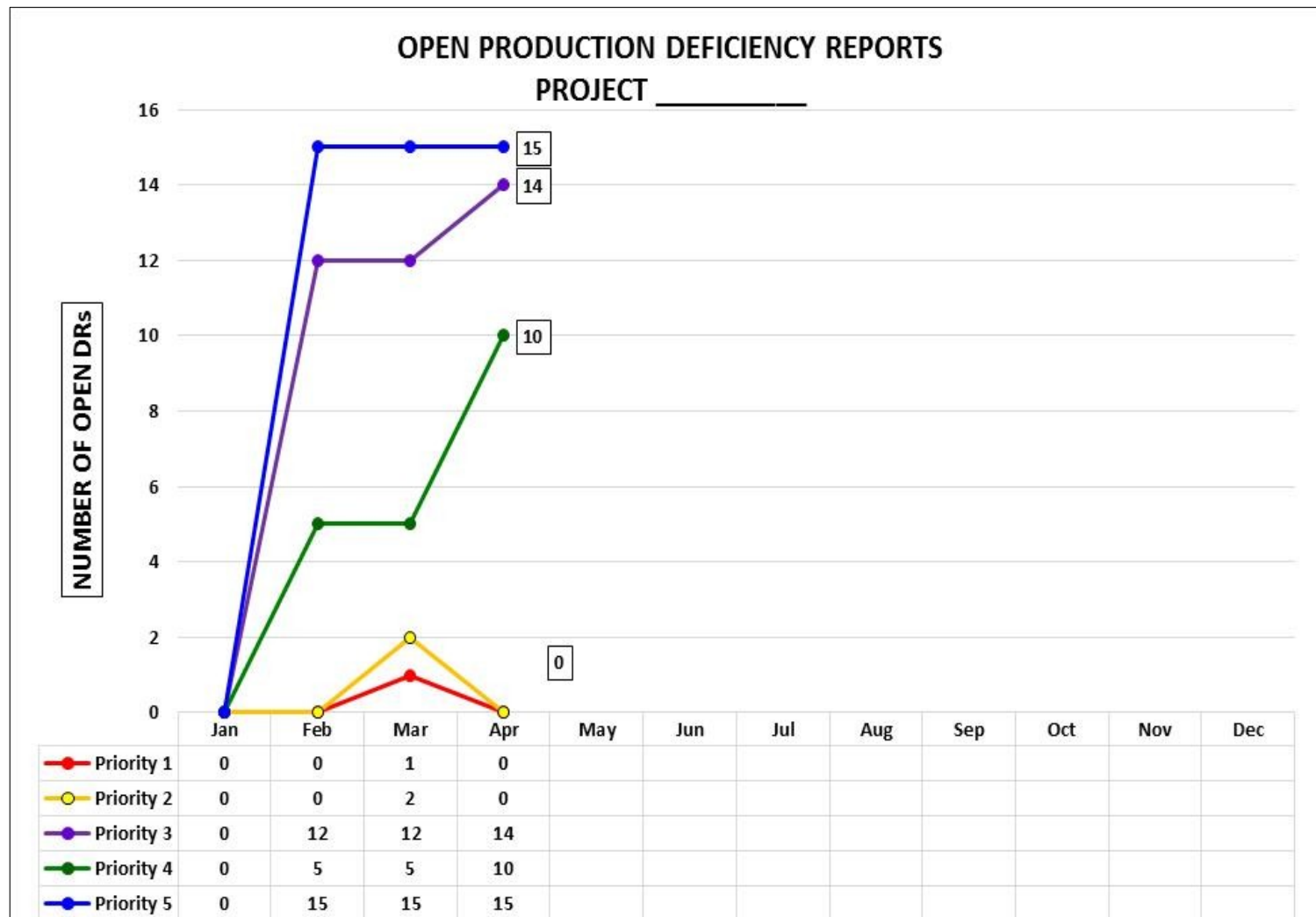
- **What is the purpose of the Open Deficiency Reports (DRs) in Production metric?**
  - **This measure provides an indicator of the performance of the system in the production environment**
  - **Could indicate the velocity and volume of rework actions (releases or corrective actions) that close known deficiencies**



# Open Deficiency Reports (DRs) - Production Metric



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# ***Calculating the Open Deficiency Reports (DRs) - Production Metric***



- **How do we calculate Open Deficiency Reports (DRs) in Production?**
  - **No specific calculations are required to prepare this metric; it is a simple count of open DRs, by priority**
  - **Deficiency Report (DR) Priorities 1 thru 5 are defined in the BES Process Directory (BPD)**



# Deficiency Report Priorities



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- **Deficiency Report (DR) priorities, as defined by the BES Process Directory (BPD):**
  - **Priority 1:** This priority denotes a problem that prevents accomplishment of essential capability or jeopardizes safety, or other requirement designated as ‘Critical’
  - **Priority 2:** This priority denotes a problem that adversely affects the accomplishment of an essential capability or adversely affects costs, technical or scheduled risks to the project or to the life cycle support of the system and no work around solution is known
  - **Priority 3:** This priority denotes a problem that adversely affects the accomplishment of an essential capability or adversely affects costs, technical or scheduled risks to the project or to the life cycle support of the system and a work around solution is known
  - **Priority 4:** This priority denotes a problem that results in operator inconvenience or annoyance but does not affect a required operational or mission essential capability or results in inconvenience or annoyance for development or maintenance personnel but does not prevent the accomplishment of the responsibilities of those personnel
  - **Priority 5:** This priority denotes any other condition



# ***Creating the Open Deficiency Reports - Production Metric***



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- **How are Open Deficiency Reports - Production metrics produced for BES programs?**
- **The BES Metrics Implementation Guide (MIG) v1.3 has a standard Excel spreadsheet to assist with creating the output**
  - **Capture the number of open DRs, by priority**
  - **Track the status of the DRs over time and enter the data into the spreadsheet**
  - **The spreadsheet will automatically generate the graph**



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# *Analyzing Open Deficiency Reports - Production*



## ■ **Open Deficiency Reports - Production Analysis:**

- **This metric is an indicator of the software quality and identifies the potential amount of rework to correct known issues in the production system**
- **The total quantity of DRs can reflect the maturity of the systems and the process that created it (e.g., effectiveness of DT&E and OT&E events)**
- **Program Managers should monitor the volume of Priority 1, 2, and 3 DRs and their subsequent closure rates**
- **High DR volumes and low closure rates can create a bow-wave that can outpace the capacity of the team to address the deficiencies in the production system**

- 
- **The goal is to reduce the number of DRs each time new capability is released**

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# ***Assumptions for the Open Deficiency Reports - Production Metric***



- **Open Deficiency DRs - Production Assumptions:**
  - **This metric is applicable to all programs within the BES Directorate that operate in the production environment, regardless of where they are hosted**
  - **This metric is reported when a capability is officially released in production and reporting continues until the capability is decommissioned**



# ***Summary***



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- **Introduced the five metrics mandated for reporting by all programs in the BES directorate**
- **We discussed:**
  - **Metrics policy within BES**
  - **The purpose of each metric**
  - **How each metric is defined, captured/created, reported and analyzed**
  - **The assumptions associated with each metric**



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# ***Recap and Feedback***



- **Do you have any questions?**
- **CLP credit will be award for this class**
- **Please provide feedback so we can improve this class for those who may attend in the future**